



**CSLA/AAPC
BOARD OF GOVERNORS MEETING**

**MINUTES
November 19 & 20, 2004
Regina Sask.**

**Jim Paterson, CSLA President
Fran Pauzé, CSLA Executive Director
Rick Moore, President-elect
Bob Halfyard, NLALA
John Zuck, APALA
Chantal de Menezes, AAPQ
James Vafiades, OALA
Regrets- Richard Wyma, NuALA**

**Cynthia Cohlmeier, MALA
Cam Patterson, SALA
Cathy Sears, AALA
Liane McKenna, BCSLA
Alexandra Borowiecka, NWTALA**

1. Call to Order; Welcome & Introductions

The President, Jim Paterson called the meeting to order and welcomed the BoG members to Regina.

2. Approval of Agenda

There were two additions to the agenda under Other Business: Communities in Bloom and the Salary Survey

MOTION 2004-7-1

Moved by Patterson, seconded by Cohlmeier “that the agenda be approved as amended”

Motion carried

3. Approval of Minutes of Previous Meetings

The Minutes of September 8, 2004 were reviewed and the removal of an item in the President’s report was requested.

MOTION 2004-7-2

Moved by de Menezes, seconded by Cohlmeier, “that the Minutes of the Sept. 8 meeting of the CSLA BoG be approved as amended.”

Motion carried

The Minutes of October 7, 2004 were reviewed.

MOTION 2004-7-3

Moved by McKenna, seconded by de Menezes, “that the Minutes of the October 7, 2004 meeting be approved as presented.”

Motion carried

4. Review of Action Items

Paterson reviewed the Action items from the two meetings and noted that many were included on the agenda.

Items not included and not completed were:

ACTIONS from Previous meetings

National Masters Specifications

Vafiades will continue to seek a representative for CSLA.

CSLA Awards of Excellence

Pauzé will seek clarifications to submission requirements and post to the Website and in the Bulletin.

Pauzé will request a list of frequently asked questions with regards to the submission requirements and post these to the website and in the Bulletin.

Handbook

Pauzé will circulate Moore’s document describing contents of the handbook to BoG for their input.



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5. President's Report

Paterson updated the BoG on recent activities. He informed them of the Excom's attendance at the ASLA Annual meeting in Salt Lake City. This meeting was a very valuable networking opportunity for CSLA and as well, permitted a face to face meeting for Excom.

In addition to excellent education sessions, Excom attended the ASLA Awards presentation and were very proud to see CSLA (OALA) member, George Dark, receive the only ASLA Excellence Award presented in 2004. CSLA was also invited to attend a reception by the new ASLA President Patrick Miller, following the closing banquet.

6. Executive Director's Report

Pauzé presented a written report.

Included in the report was information regarding the new contract with Naylor Publications for *Landscapes-Paysages* (L-P). This will see the publication of four issues in 2005. The first issue will be the AAPQ issue, which is well underway, and Pauzé is working with the Editorial Board to ensure the delivery of each issue on schedule. Pauzé noted that the mailing and subscriptions lists will now be maintained by CSLA. She said that CSLA is able to create an additional mailing list and suggested that subscriptions be offered to a few subscribers at no charge.

In view of the AAPQ issue for 2005, the possibility of creating one component issue per year was discussed.

ACTIONS 1

- A. BoG members will forward contact information to Fran for people or organizations to whom they would like to have the magazine sent. We potentially can send an additional 150 to 200 magazines out free.
- B. Pauzé will inquire with Ed. Board whether having one component issue per year is feasible.

Bulletin

Pauzé requested that BoG members forward more information for the newsletter. Although the regular reports are welcome, more newsy information could create a more interesting & informative Bulletin.

ACTIONS 2

- A. Pauzé will circulate the 2004- 2005 Bulletin / component report schedule.
- B. Pauzé will contact the component Executive Directors for information.
- C. Pauzé will circulate only the Table of Contents and the link to the Bulletin- and will no longer include the PDF in the email.

7. CSLA Election report

Pauzé presented a report on the current CSLA election practice. In past years the response rate has been very low while the expense has exceeded the budget due to printing and mailing costs.

Pauzé conducted an informal survey of other associations and found that most follow an election process similar to CSLA. At this time the Bylaws state that the ballot must be mailed to all members.

The report recommended that CSLA find ways to inform members of the election through the Bulletin, website and the components. These changes will decrease the expense for printing and mailing and may encourage more members to vote.

ACTION 3

- A. For the 2005, Pauzé will employ the above recommended methods for the election of CSLA President-elect.
- B. Pauzé will continue to research the possibility of electronic balloting for 2006.
- C. Governance Task force review of bylaws to include electronic balloting.

Pauzé presented a draft Congress agreement for BoG's consideration.

ACTION 4



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BoG members will present the document to their component associations for feedback and will provide any recommendations for changes to Pauzé by Jan. 15 in order that it can be adopted at the January 19, 2005 teleconference.

Pauzé presented a Congress history document to BoG.

ACTION 5

Pauzé will update the document (see existing policy and procedures handbook) and provide additional information (themes, dates, etc.) where available. This document will then be posted to the CSLA Website.

8. 2004 Financial Report

Pauzé presented a year to date statement and provided information on variances from budget. She noted that there will be a surplus this year due to incomplete- but ongoing projects. This surplus will be carried forward as a Special Projects Fund.

ACTION 6

Pauzé will add notes giving background information to the Income statement.
Interest received from investments will be reinvested.

9. Executive Director Review (in camera)

The Executive Director left the meeting and BoG reviewed the proposed contract and performance requirements..

MOTION 2004-7-4

Moved by Patterson and seconded by Zuck, “that the President be authorized to ratify the agreement with the Executive Director as amended”

Motion carried

MOTION 2004-7-5

Moved by the Board, “that the Executive Director be commended for her contribution and her performance on behalf of the Canadian Society of Landscape Architects.”

Motion carried, (unanimous)

ACTION 7

- A. The President & Executive Director will amend the agreement as noted.
- B. The President and President-elect will issue a written report to the Executive Director outlining the Board’s comments. This should be copied to the Board.

10. Governance Task Force

Sears presented her report which summarized progress to date and the Governance model (Traditional) that was agreed upon at the St John’s meeting of the BoG. Her report included a proposed organization chart for CSLA, proposed bylaw amendments, a draft policy and procedures manual, an outline of items needing clarification and consensus from the Board going forward and proposal from a management consultant to review the proposed bylaws.. The five recommendations contained within the report were reviewed.

11. Bylaw review

Sears highlighted revisions to the current CSLA Bylaws. She recommended that a consultant be engaged to do a comprehensive audit of the bylaw amendments and reconciliation of the proposed Policies and Procedures Manual..

Sears reported to the Board that she has contacted a consultant, Wayne Amundsen, who has extensive experience in association bylaws and policies. He has provided an estimate for the services required to:

- Review the proposed CSLA Bylaws for Industry Canada compliance.
- Develop recommended changes to the bylaws along with a rationale for the changes.



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- Review the Policy and Procedures document and develop recommendations related to synergy with bylaws and effectiveness for the document.
- Develop an example using a proposed template for the proposed policy and procedure manual.

MOTION 2004-7-6

Moved by Sears and seconded by Vafiades, “that the CSLA has received the report by Sears and will engage the services of AXI (Association Expertise Inc.) for the purpose of revising the CSLA Bylaws and reconciling the Policies and Procedures to the new Bylaws.”

Carried

Funds will be allocated in the 2005 draft budget.

On behalf of the BoG, Vafiades thanked Sears for her work on Governance.

12. Communications Task Force

Pauzé submitted a written report on behalf of the committee. This report updated the BoG on the progress made by the committee, specifically:

- The creation of a CSLA Communications plan
- The development of a list of priorities.
- The search for a graphic designer to create a new “branding” of CSLA materials.
- The plan to create a brochure providing information on CSLA and on landscape architecture.
- The formation of a sub-committee to ascertain what changes to the CSLA website are sought by both the components members and students.
- The intent to re-design the CSLA website implementing the recommended changes.

MOTION 2004-7-7

Moved by McKenna and seconded by de Menezes, “that the CSLA receive the Communications Plan developed by Tim Stutt.”

Motion carried

Discussion:

The brochure should be bilingual.

Creation of additional brochures to address different issues should be considered.

A PDF version of the brochure should be made available to the components and to the website.

The committee will re-work the key messages from the report. Language should be consistent with the Bylaws.

13. National Standards and Membership & OALA update and discussion

Vafiades gave a brief update from OALA. They have engaged Prime Time Strategies to determine what steps to take. Data gathering has involved interviews with 130 members.

A special meeting of Council will be held on Nov. 29 and an all members meeting is scheduled for Jan. 10 to review the results.

National Standards

Paterson provided historical information on the National Standards Task Force, which was mandated to work towards mutual recognition for all members. It is CSLA’s goal to work towards national standards.

Following the creation, by Adrienne Brown, of the Draft Mutual Recognition Agreement, in 2003, the committee stepped back to allow time for the OALA to come to a resolution.

Discussion

As a goal, the CSLA should advocate common standards across Canada
CSLA can suggest common gateways and create guidelines



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The BoG agreed that pursuing opportunities for national recognition for Landscape Architects would wait to be informed by the outcome of the work presently being done in Ontario. When this item returns to the BoG agenda in Winnipeg in August it would take the form of a "Framework" for recognition including areas such as gateway options, common membership standards, continuing education, code of ethics etc. It should be noted that Cynthia provided information on MALA's recent adoption of Section A of the LARE as part of the membership requirements.

ACTION 8

The National Standards and Membership Committee of Jim Paterson, Liane McKenna and Jim Vafiades will continue to work on this initiative.

14. CSLA Growth Model

McKenna submitted a report by Adrienne Brown that showed the impact on CSLA membership and the profession due to attrition. The BoG agreed that the CSLA Growth Model identified a trend of reduced membership in CSLA as older Landscape Architects retired. Although more specific Canada-wide demographic information would be useful, it was agreed that the CSLA should continue to review this issue and possible strategies on how to "Grow the Profession". (The Board was reminded that this was part of the Strategic plan prior to Colleen, and there is work that has been previously completed by others available for review and roll up as part of the CSLA's ongoing commitment to grow the profession.)

"The BCSLA proposes that the issue of growth and succession be made a top priority for study and strategic planning at the CSLA level, continuing until the resulting pattern has shifted to one of significant growth and renewal."

Discussion

With the predicted declining membership numbers, CSLA must determine what actions it can take

Succession planning is needed.

Encourage landscape architect schools to increase enrolments- not decrease.

Data is needed to take to the landscape architect schools and to the industry.

Seek outside expertise to look at demographics.

Need to develop concrete strategies that components can implement.

ACTION 9

Liane McKenna will draft a Terms of Reference for a consultant to do a study on Growing the Profession and bring it, together with preliminary costs, to the teleconference in January.

15. Urban Agenda

Paterson submitted a report which informed the BoG of progress with the Urban Agenda.:

A letter of congratulations was sent to the new Mayor of Winnipeg requesting a meeting with him in the future to discuss CSLA's role.

The committee is working to create awareness with a targeted campaign.

Paterson has met with a landscape architecture student at University of Manitoba to discuss the creation of a Power Point presentation. This presentation will:

- recommend that a "balance" of infrastructure be considered (i.e. traditional and green / first and second tier infrastructure)
- Show the range of how LA's have influence on cities and communities (Canadian examples)
- Mix of actual images and plans / sketches / studies
- Align the examples with Federal government programs
- Show examples of Health Safety and Welfare (Name Act Legislation)

As well, speaking notes will be developed.

This Power point presentation will be downloadable from the CSLA Web site and will have open distribution to the component associations.



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BoG noted that the presentation must be closely aligned with the future CSLA communications tools and branding.

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16. ACLA report- Education programs

The BoG received a report submitted by Bob Brown, Chair of the ACLA (Academic Council of Landscape Architects). The report proposed the creation of a new CSLA component association to represent academic practitioners.

“The academic practice of landscape architecture in Canada is quite different than it was when the CSLA was formed. In the past, academic landscape architects often spent part of each year in private or public practice, honing skills which they passed along to students. Today, academic practitioners are spending less time in traditional practice and are focusing more of their non-teaching time and energy on research and publication. This means that there is a new generation of landscape architecture faculty who are not pursuing membership in the CSLA as they have no intention of going into private or public practice. They are fully engaged in academic practice. The incorporation of an academic association into the CSLA would provide a more direct link between the profession and researchers and academics, which would lead to a broader understanding among professional landscape architects of the role of educational institutes and academic practitioners.”

Discussion

The new association would have an affect on the existing and proposed bylaws and membership categories.
A new way for components to recruit educators is needed.
Jurisdictional requirements need to be addressed.
BC has opened the door with its new membership category.
Connections needed between CSLA and academics.
Implications must be considered.
Information from British Land Institute should be researched.

MOTION 2004-7-8

**Moved by Moore and seconded by Zuck, “that the BoG encourages the development of an avenue for ACLA members to become members of CSLA. “
Motion carried (one opposed)**

ACTIONS 10

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| <ul style="list-style-type: none"> A. The BoG requests that the Governance committee through Sears research options/implications for ACLA membership with the management consultant B. Components are asked to consider implications and report back in January at the teleconference C. Pauzé will communicate with B. Brown to let him know what was discussed |
|---|

17. Proposed Student Awards

The Silver Medal Award was included at the September meeting of the BoG and at that time the idea of replacing the medals was discussed. Moore proposed that the Student award be changed to a certificate and that a scholarship be added to this.

It would be necessary to establish CSLA criteria for the awards and this award would be included in the revamped CSLA Awards program.

Discussion

Negotiate with the schools as to the amount of scholarship and the possibility of obtaining matching funds
Establish a joint scholarship with an industry leader.

ACTIONS 11



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- A. Halfyard will investigate the establishment of a new joint scholarship and student awards program as part of the National Recognition Program.
- B. Pazué will forward contact information for Louise Cerveny who had volunteered to help, to Halfyard.

18. 2004-2005 Strategic Plan update

Moore reviewed the current Strategic Plan and reported on the CSLA's progress in 2004. The areas of priority for 2004 were:

Governance

The CSLA has received a report from the committee which describes the governance model currently employed. A consultant will be engaged to audit the proposed Bylaws so that they comply with this model and the Policies and Procedures will also be modified to align with the new Bylaws.

Communications

CSLA has recently entered a new agreement with Naylor Publications to ensure the continuous improvement of L-P. The CSLA has received its new Communications plan and the committee is going forward to engage a graphic designer who will be charged with developing new CSLA materials and designing a brochure. A sub-committee has been formed to look into changes needed for the Website. A summary report of all CSLA Awards will be developed. The Power Point presentation being created for the Urban Agenda will be a valuable communications tool.

Professional Development

National Policy and Membership Standards

The CSLA established a National Policy and Membership Standards Task Force to consider the role and responsibility of the CSLA in the development of common standards for membership, internship, gateways to membership, code of ethics, member mobility, and continuing education (continuing professional development).

Urban Agenda

CSLA joined the Federation of Canadian Municipalities. President Paterson established an Urban Agenda / Creative Cities Task Force which will take a leadership position in the national discussion currently taking place with regard to the Municipal Infrastructure deficit in Canada.

The Strategic Plan is viewed as a dynamic document that will change as new issues are encountered and older ones realized. Sears noted that the current plan is the business or operating plan for 2004 and is based on a Strategic Plan that was established in 2003. Budgets are established each year based on the annual operating plan.

- ACTIONS 12**
- A. Pazué will research the creation of a protected place on Web site or FTP site to house BoG documents.
 - B. Moore will provide the 2005 Operating Plan.
 - C. Pazué will assemble historical information in a CSLA Handbook .

19. 2005 Draft Budget

Moore presented the draft budget for 2005. This document was reviewed by BoG and several changes were proposed.

- ACTIONS 13**
- A. Pazué will incorporate changes requested and re-submit the Draft 2005 budget and will add the budgets for 2003, 2004 & 2006.
 - B. de Menezes will follow up re Communities in Bloom to determine if the funds will be spent in 2004 and 2005.
 - C. Halfyard and Pazué will research expenses for This Land with a view to establishing a sunset clause for the line item.

Discussion



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Bylaw revisions should be mailed only to members without email.
CSLA should pursue additional revenues through sponsorships.
This Land documentary should be removed from the budget for 2005

20. CSLA Awards of Excellence presentation

Moore presented the report from Arnie Budrevics and Donna Hinde which outlined their plan to enhance the CSLA Awards presentation, to be held in Ottawa in spring 2005.

They will prepare a written protocol for the event with clear description of roles and responsibilities for committee members.

Discussion

The CSLA should undertake to produce the banner described in the proposal. Sears to provide cost/details from IFLA congress banners.

BoG agrees with proposed ticket price of \$100.

Design and production of invitations not included in budget.

MOTION 1004-7-9

Moved by Sears and seconded by Halfyard, “that the committee prepare guidelines for submission to BoG and that they continue to correspond with the Executive Director regarding roles and responsibilities.”

Motion carried

ACTION 14

Pauzé will write a letter to the committee noting the above motion and that the design and production of invitations is not included in the budget and that the banner is to be paid for by CSLA.

21. National Recognition Awards

Paterson presented the report previously submitted by Mercer Clarke proposing new recognition awards for CSLA.

Discussion

The CSLA Honourary membership should be included in the inventory of CSLA Awards.

It is necessary to establish who will be responsible for selecting recipients.

The Board discussed that to facilitate the review of the proposed awards, existing and proposed need to be viewed comprehensively including Student Awards.

MOTION 2004-7-10

Moved by Sears, seconded by Zuck, “that the CSLA establish a Task Force to organize the CSLA Awards, and that the Task Force be chaired by Moore who will be assisted Halfyard.”

Motion carried

22. Congress 2005 Winnipeg update

Cohlmeyer reported to the Board that the organizing committee is working to ensure an excellent CSLA Congress in August 2005.

23. World Urban Forum- Congress 2006

McKenna presented a draft program outline and budget from the organizing committee:

Venues and hotel accommodation have been reserved for June 14 to 17.

Education sessions would be scheduled for Thurs & Fri June 15 & 16.

BoG meetings would be held prior to the Congress.

The committee is planning a trade show in conjunction with the Congress. Sears to provide info on cost for tradeshow booths from IFLA Congress.

24. Component reports

BoG Minutes NOV. 04 approved

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Written component reports were received from BCSLA, AALA, MALA, OALA, AAPQ, APALA, NWTALA and NLALA. Representatives were asked to report on any items of urgency or of specific interest to the BoG.

BCSLA noted a significant increase in their premium for Director's and Officers liability insurance.

25. Congress 2007

The President presented the proposal received from Serge Poitras and Jim Melvin. This proposal suggests that CSLA consider holding the 2007 CSLA Congress in Cuba.

This event would serve to exchange/ export values and knowledge with Cuban professionals on landscape architectural products and services.

Moore stated that in a recent conversation with Jim Taylor, the CSLA IFLA representative, Jim observed that Cuba could be an excellent venue for the 2006 IFLA Western Region conference.

MOTION 2004-7-11

Moved by Zuck and seconded by McKenna, "that the CSLA is interested in a professional outreach project, partnered with Cuba or other Caribbean country, but that the idea of a Congress is not supported."

Motion defeated

MOTION 2004-7-12

Moved by Moore and seconded by Halfyard, "that the CSLA is interested in collaborating with IFLA to plan a conference in 2007 in Cuba that includes a significant outreach component, subject to a more complete feasibility study."

Motion carried (7 to 4)

ACTION 15

Pauzé will draft a letter to Serge Poitras and Jim Melvin informing them of CSLA's response.

26. IFLA report

Paterson presented Jim Taylor's report on IFLA.

The report provided information on Jim's recent trip to Moscow to attend the annual meeting of the association of Landscape Architects. The federation is moving towards self regulation and CSLA's support for the initiative is sought.

MOTION 2004-7-13

Moved by Zuck and seconded by Patterson, "that the CSLA supports in principle the cooperative initiative in Russia."

Motion carried

IFLA is developing an on-line journal, which would be available worldwide and would include articles from selected magazines. They have requested that L-P be included in the publications forum which they will post articles. BoG indicated that they support this collaboration.

ACTION 16

Pauzé will contact Taylor with the BoG's responses to the two requests.

Pauzé will also forward a copy of the motion regarding Congress 2007 to Taylor.

27. Editorial Board

Due to current structural anomalies Pauzé sought a revision to the new Editorial Board policy regarding the appointment of members.

MOTION 2004-7-14

Moved by Zuck and seconded by Borowiecka, "that the components may appoint up to two members to the CSLA Editorial Board."



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Motion carried

28. LABOK update

Paterson submitted Cecelia Paine’s report on the LABOK study. The report noted several action items for CSLA:

- CSLA, the components and educators will be able to use this study to articulate to the public, governments, other professionals and university administrators the knowledge and competencies of members of our profession and the role it plays in service to society.
- CSLA and the components will consider how this identified and articulated body of knowledge can be translated into increased visibility and credibility for our profession.
- CSLA and the schools will examine to what extent current accreditation standards and individual school programs reflect the findings of the LABOK study.
- CSLA and the components will want to be aware of those areas of knowledge and competency that may be best suited to continuing education programs and consider the means by which such programs might be delivered.
- The components will want to review implications with respect to current membership standards, knowledge and competencies emphasized during the period of professional development, and knowledge and competencies emphasized in professional entrance examinations.

Distribution and Follow Up

- Once the report is released and added to the CSLA Web site, CSLA will inform component administrators, the Accreditation Council, Education Council, University department heads, and CSLA members of its availability.
- CSLA will ask specific parties to review the document and report back to BOG on its implications for accreditation, continuing education and component examinations/licensing as it relates to CSLA’s coordinating role.
- A meeting is proposed for the 2005 CSLA Congress for interested parties to discuss the findings and implications of the report. This type of discussion could also take place via telephone conference call.

29. Future Meetings

The next BoG meeting will be a teleconference on Jan. 19 at noon eastern time. Following that there will be a BoG meeting in Montréal, in conjunction with the AAPQ 40th anniversary. BoG members will be invited to a dinner with the AAPQ board on Thurs. March 10, 2005. BoG meetings will be held on Friday and half day on Sat. March 12. There is a banquet planned for Sat. evening. There will be a teleconference on May 25 at noon eastern, followed by a meeting in Winnipeg, August 15 & 16. prior to the 2005 Congress.

JANUARY 19, 2005	TELECONFERENCE (NOON EASTERN TIME)
MARCH 11 & 12	MONTRÉAL
MAY 25	TELECONFERENCE (NOON EASTERN TIME)
AUGUST 15 & 16,	WINNIPEG

ACTION 17

Pauzé will confirm all meetings and hotel arrangements for Montréal.

30. Other Business

Salary Survey

Sears requested that the CSLA consider conducting a salary survey for its’ membership.. She noted that the CSLA had initiated review of the same a few years ago in coordination and cost sharing with the AALA. It was determined



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at that time that the AALA could not support the cost. There is still much interest and value for members to have the information related to our industry's salary ranges for Landscape architects across Canada. Sears suggested that a questionnaire could be circulated at the same time as the Growth of the profession research is done if a independent survey could not be supported.

ACTION 18

Pauzé will research the cost of having a salary survey conducted.

31. Adjournment

There was no further business.

MOTION 2004-7-15

Moved by Patterson, "that the meeting of the CSLA Board of Governors is adjourned"